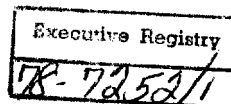


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18 DEC 1978



MEMORANDUM FOR: Director of Central Intelligence

FROM : F. W. M. Jamney  
Director of Personnel

SUBJECT : Personnel Accessions (U)

REFERENCE : Memo for D/Pers fr DCI dtd 4 Dec 78, subj:  
Personnel

1. Action Requested: None. This memorandum is in response to reference request for information on Directorate planning for new personnel input, particularly in the DDO. (U)

2. Background:

a. Each Directorate reports its personnel plans, including accessions, on a fiscal year basis in the Annual Personnel Plan (APP). The FY 1979 goal setting phase of the APP for each Career Service was submitted to the DDCI on 22 September 1978. The reports reflect by grade the number of expected losses, the number of planned gains, and further breaks down this data into Professional, Technical and Clerical. (U)

b. The Office of Personnel has developed and used statistical modelling techniques in the development of the DDO's personnel requirements. The process that has been developed for the DDO is described in the following paragraphs. (U)

3. Professional Accessions into the DDO:

a. The DDO submission for the FY 1979 Annual Personnel Plan projects professional accessions (internal and external) of  of which 40 are from the Career Training Program. The latter figure represents trainees completing last year's program and beginning actual duty with the Directorate. (S)

b. Professional separations from the D Career Service are currently at an annual rate of about 290. This is an abnormally high outflow from an unusually large professional population above age 45. (S)

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25X9 c. The Directorate is aware of the desirability of achieving a higher level of professional input and will try for a level in 1980 of [ ] career trainees plus specialists and conversions. In contrast to previous years, when more than half the professional input came from internal conversions (from technicians and clericals), the Directorate places primary emphasis upon the Career Trainee Program. (S)

d. The Office of Personnel has studied in 1974, 1975, 1977, and 1978 the question of the desirable level of input into the DDO. It has applied simple models to age and grade flows over five year periods. It applied an early Systems Dynamic model to the problem in 1975. (U)

25X9 e. An important conclusion from these studies was the desirability of aiming at a long-term entry level input averaging 120 professionals per year; which would yield a five-year input of [ ] and, given early year attrition, a net input of [ ]. This size of class over five years compares favorably with the age distribution of the Career Service, which averages [ ] in a five-year block, plus or minus 200 according to past periods of increasing or decreasing inputs. Such entry level inputs would be augmented by conversions and accession of specialists. (S)

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25X9 f. Another way to cross-check hiring plans is to apply an attrition-type of formula. The key to this approach is to derive an appropriate long-term average rate of attrition based upon career patterns in a particular Directorate. The attrition rates are particularly sensitive to earlier CIARDS retirement in the DDO and the DDA. The long-term average rates may differ from current rates, which are raised by a substantial age hump in the DDO and DDA and lowered by the lengthened retirement age permitted under CSC retirement prevalent in the DDS&T and NFAC. Given the appropriate attrition figure, the "steady flow" rate of accessions would be found by the equation:

$$\text{Input} = (\text{Target level}) \text{ times } (\text{Attrition rate})$$

More sophisticated models make allowance for the impact of differences in age structure upon attrition rates, which are very sensitive to the measure of years of service, which in turn correlates highly with age. (U)

g. Table 1 displays data (on a Directorate basis) for the target 1979 level of professionals, the replacement inputs for alternative specified levels of attrition (long-term), and the annualized estimate of CY 1978 separations (based on 11 months). Table 2 compares the FY 1979 Annual Personnel Plan data on professional inputs with the comparable long-term levels derived from Table 1. As is expected, the DDO inputs are low but the total for all Directorates is quite in line. NFAC and DDS&T are clearly in a strength-building posture. (S)

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4. Follow-up:

a. I agree with your comment concerning the possible applicability of models to this area. Attached are two 1976 articles prepared by personnelists detailing early work on such applications. (U)

b. We shall update the Systems Dynamic model for DDO professionals to see what additional insights it reveals. (U)

[Redacted Signature]

F. W. M. Janney

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Attachments:  
As Stated

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